

Technical Training Competency 1.10

Competency 1.10 Technical training personnel shall demonstrate a working level knowledge of on-the-job training (OJT) techniques, methodology, and implementation and apply that knowledge to implement and/or evaluate OJT programs in the field.

1. Supporting Knowledge and Skills

- a. List and discuss the potential advantages and disadvantages associated with implementing an on-the-job training program.
- b. State and describe the roles and responsibilities of the training organization and line management to ensure effective implementation of an OJT program.
- c. Discuss the differences between formal and informal OJT.
- d. Describe the role of the trainer, the evaluator, and the trainee in the OJT process.
- e. List and discuss the process steps that OJT instructors use to help trainees learn on the job.
- f. Describe the format and content of a typical OJT training guide and job performance measure (JPM) or evaluation standard, including a discussion of the essential elements of each.
- g. List and discuss the key elements and components of a valid and reliable practical evaluation process for evaluating trainee knowledge and skill upon completion of OJT.

2. Self-Study Activities (corresponding to the intent of the above competency)

Below are two web sites containing many of the references you may need.

Web Sites		
Organization	Site Location	Notes
Department of Energy	http://wastenot.inel.gov/cted/stdguido.html	DOE Standards, Guides, and Orders
U.S. House of Representatives	http://law.house.gov/cfr.htm	Searchable Code of Federal Regulations

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Read Section 3.0, pages 5 through 21, of DOE-STD-1012-92, U.S. Department of Energy Guideline, *Guide to Good Practices for On-the-Job Training*, and page A-37 of *The Occasional Trainer's Handbook*.

EXERCISE 1.10-A What is the primary reason for establishing an OJT program or phase of an existing training program?

Read Section 3.0, page 5, of DOE-STD-1012-92, U.S. Department of Energy Guideline, *Guide to Good Practices for On-the-Job Training* and paragraphs 2.4, page 5, and 5.8.4, page 26, of DOE-STD-1056-93, U.S. Department of Energy Standard, *Guide to Good Practices for Line and Training Manager Activities Related to Training*.

EXERCISE 1.10-B How is line management involved in an OJT program?

Read Section 4.0, pages 23 through 30, of DOE-STD-1012-92, U.S. Department of Energy Guideline, *Guide to Good Practices for On-the-Job Training*.

EXERCISE 1.10-C Why should a line manager be designated as the evaluator in the evaluation portion of OJT?

EXERCISE 1.10-D What are some key activities performed by the OJT instructor in preparation for conducting an OJT session?

Read Section 5.0, pages 21 through 30 of DOE-STD-1011-92, U.S. Department of Energy Guideline, *Guide to Good Practices for the Design, Development, and Implementation of Examinations*.

EXERCISE 1.10-E What are the key elements of the training and evaluation phases of OJT?

EXERCISE 1.10-F Review example OJT guides shown in Appendix B of DOE-STD-1012-92, U.S. Department of Energy Guideline, *Guide to Good Practices for On-the-Job Training*; and example JPMs shown in Appendix F of DOE-STD-1011-92, U.S. Department of Energy Guideline, *Guide to Good Practices for the Design, Development, and Implementation of Examinations*.

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3. Summary

An effective OJT and task performance evaluation process includes the following elements:

- Tasks or objectives selected for skills training
- Standards used in evaluating task performance
- Trainer and evaluator selection, instruction, and guidance
- Training, evaluation, and qualification materials that are accurate and complete
- Program evaluation

4. Exercise Solutions

EXERCISE 1.10-A What is the primary reason for establishing an OJT program or phase of an existing training program?

ANSWER 1.10-A OJT is typically hands-on, job-related training that promotes learning, retention, and application of the associated skills and knowledge.

EXERCISE 1.10-B How is line management involved in an OJT program?

ANSWER 1.10-B Line management is typically involved in the initial design of the program, and at many facilities, in the actual conduct of OJT, in the conduct of the task performance evaluation (or qualification) portion of OJT, or in the overall assessment of the effectiveness of the OJT.

EXERCISE 1.10-C Why should a line manager be designated as the evaluator in the evaluation portion of OJT?

ANSWER 1.10-C This ensures separation of the training portion of OJT from the evaluation portion; more importantly, it ensures that this employee has indeed learned what has been expected and is capable of working safely and independently.

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EXERCISE 1.10-D What are some key activities performed by the OJT instructor in preparation for conducting an OJT session?

ANSWER 1.10-D The instructor reviews the OJT guide; associated procedures; technical and operational safety documentation; and security, safety, hazard, and radiological considerations for the area where the OJT will be conducted.

EXERCISE 1.10-E What are the key elements of the training and evaluation phases of OJT?

ANSWER 1.10-E Training:

1. The trainee studies the OJT materials.
2. The supervisor or trainer verifies the trainee's completion of the materials and schedules the OJT session.
3. The trainer demonstrates the task, talking through the performance and related issues, consequences, options, etc.
4. The trainee practices the task with the trainer present.
5. The trainer documents the training.
6. As practicable and permissible, the trainee practices or simulates the task independently in preparation for being evaluated on the task.

Evaluation:

1. The trainee requests a checkout or evaluation.
2. The supervisor or evaluator schedules the session.
3. The evaluator verifies completion of prerequisites.
4. The evaluator conducts the evaluation.
5. If the trainee's performance is satisfactory, the evaluator documents completion; if not, the evaluator identifies remedial activities.
6. The evaluator documents the outcome of the session and informs line management.

EXERCISE 1.10-F Review example OJT guides shown in Appendix B of DOE-STD-1012-92, U.S. Department of Energy Guideline, *Guide to Good Practices for On-the-Job Training*; and example JPMs shown in Appendix F of DOE-STD-1011-92, U.S. Department of Energy Guideline, *Guide to Good Practices for the Design, Development, and Implementation of Examinations*.

ANSWER 1.10-F None required.